SUSTAINABILITY

THE KEY TO SUCCESS

Introduction and Overview

The Center for
Substance Abuse Prevention's
(CSAP's)
Southeast Center
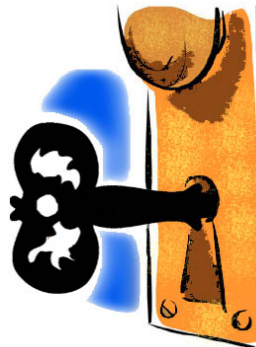for the Application of
Prevention Technologies
(SECAPT)

U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES
Substance Abuse and Mental Health Services Administration
Center for Substance Abuse Prevention
www.samhsa.gov

CSAP Center for Substance Abuse Prevention

CAPT SOUTHEAST

Unlocking the Door to Sustainability:

Keys to Sustaining Effective Prevention and Positive Outcomes in Your Community

KEYS TO SUSTAINABILITY

Learner Outcomes

At the end of this course, participants will be able to:

- Define sustainability in the context of a community coalition
- Identify the changing assumptions of community prevention practice
- Identify the three sustainability capacity keys
- Relate the three sustainability capacity keys to the steps of the Strategic Prevention Framework
- Pose questions that are relevant to the development of a sustainability plan

KEYS TO SUSTAINABILITY

Sustainability Defined

- Sustainability is the *process* of ensuring an adaptive prevention system and a sustainable innovation that can be integrated into ongoing operations to benefit diverse stakeholders

- Ultimately, sustainability is about maintaining positive outcomes in communities

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Once Outcomes Are Achieved

- Achieving outcomes from prevention programs, policies and practices is the initial desired result

- Once positive outcomes occur from these strategies, there is a need to sustain the outcomes

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Importance of Sustainability

- Typically, implementers put limited emphasis on building support for outcomes during strategy implementation

- Positive outcomes of each strategy must be sustained to reduce substance abuse behaviors and related problems at the community level

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Moving from Funding Focused

Historically, substance abuse prevention has been directed by the funds available, and many times by the funder.

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A focus on funding has led to program continuation because…

- a "power-filled" agency or person liked the program and believed it to be effective, despite evidence to the contrary;

- an outside source prioritized a particular program, regardless of the local needs of the populations an agency served;

- the coalition became a shadow agency and its work transformed to focus on keeping "its" programs in place.

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Prevention strategies should be continued because…

- there are documented reductions in substance abuse behaviors;

- they are more cost effective when compared to treatment and incarceration costs;

- the cost savings and impact on related problems will be clear to funders and community members.
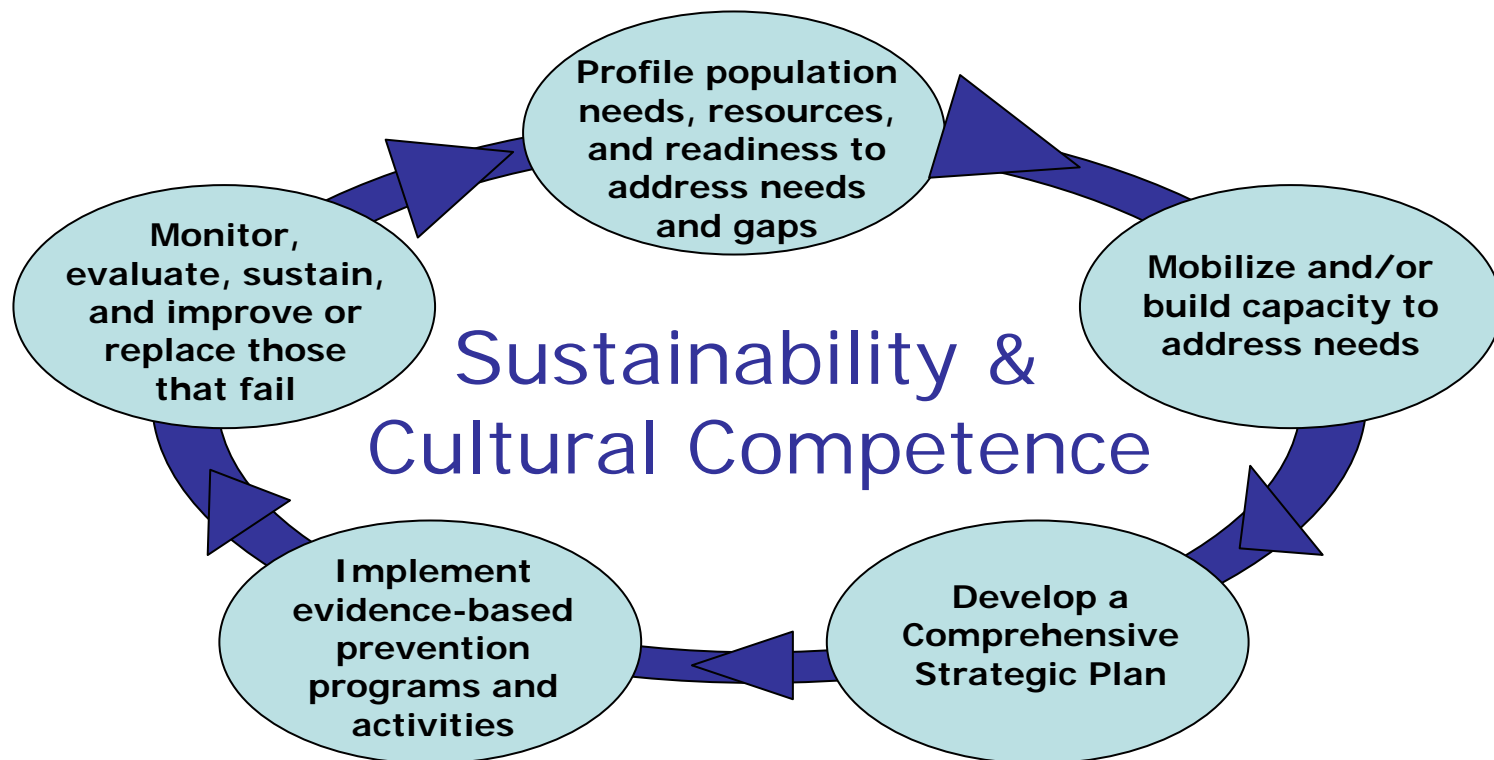
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Moving from Program Orientation to Outcomes Orientation

Changing substance consumption behaviors at a population level will require a <u>mix</u> of strategies carefully targeted to reduce risks relying primarily on environmental and other population-influencing strategies.

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SAMHSA's Strategic Prevention Framework Steps

Profile population needs, resources, and readiness to address needs and gaps

Mobilize and/or build capacity to address needs

Develop a Comprehensive Strategic Plan

Implement evidence-based prevention programs and activities

Monitor, evaluate, sustain, and improve or replace those that fail

Sustainability & Cultural Competence

KEYS TO SUSTAINABILITY

The prevention system must have capacities necessary to:

- plan strategically for, carry out, and sustain prevention strategies with adequate effectiveness, scope and intensity

- achieve targeted reductions in substance using behaviors and related consequences experienced by the community

KEYS TO SUSTAINABILITY

Community agencies, institutions and organizations must work together to:

- strategically leverage and target the system's existing resources, assets and capacity

- continually expand the community's ability to effectively respond to changing patterns of substance use consumption and consequences
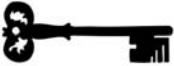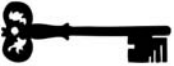
KEYS TO SUSTAINABILITY

Research Points to

Three Key Objectives and Ten Related Actions

Necessary for Sustainability

KEYS TO SUSTAINABILITY

The Three Key Objectives for Sustainability are:

1. **Organizational Capacity:** Assure that the community agencies, organizations and institutions have adequate internal organizational capacity to achieve positive outcomes

2. **Effectiveness:** Assure effectiveness and alignment of the prevention system to produce positive outcomes

3. **Community Support:** Cultivate community support for the prevention system and its positive outcomes

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The ten related actions are:

1. Structures and Formal Linkages
2. Policies and Procedures
3. Resources
4. Expertise
5. Quality and Accountability
6. Effectiveness
7. Reach and Alignment
8. Relationships
9. Champions
10. Ownership

KEYS TO SUSTAINABILITY

1 Assure that community agencies and organizations have adequate internal **organizational capacity**

The first four Key Actions relate to Organizational Capacity

1. **Develop administrative structures and formal linkages** that support comprehensive, collaborative evidence based strategies to achieve and sustain targeted reductions in substance using behaviors

2. **Adopt supportive policies and procedures** that allow community agencies, organizations, and institutions to respond as data indicates

3. **Secure diverse resources** (human, technical, physical and financial) that support the prevention system

4. **Acquire appropriate expertise** that enables the system to prioritize, plan for, and carry out evidence based strategies to reduce substance use/abuse and its consequences

KEYS TO SUSTAINABILITY

2 Assure **effectiveness** and alignment of the prevention system

The next three Key Actions relate to Effectiveness

5. **Assess Implementation Quality** to ensure that it is fully documented through careful process evaluation and addresses the fidelity of service delivery and/or any adaptations made

6. **Assure that the Strategy** being implemented is documented as effective for achieving the desired outcomes

7. **Assess the Reach and Alignment** of the strategy to ensure that it aligns culturally and otherwise with the targeted population and is delivered to an adequate number of people in order to achieve the community outcomes desired.

KEYS TO SUSTAINABILITY

3 Cultivate **community support** for the prevention system and its outcomes

The last three Key Actions relate to Community Support

8. **Develop and Nurture Positive Relationships** among all key stakeholders to create a system of awareness and support in which all interested parties share mutual trust and a willingness to work together strategically

9. **Turn Stakeholders into System Leaders and Champions** who advocate for policies and actions both within the system and throughout the community that supports their long-term strategic outcomes

10. **Encourage Ownership:** We tend to value that which is ours and are more likely to sustain that which we value.

KEYS TO SUSTAINABILITY

Results of Planning for Sustainability

- A community system that can flexibly respond to problems by providing ongoing support for a strategic approach to achieve positive results and sustain them

- A plan and process that builds the community prevention coalition's capacity as an effective problem-solving group

- A forum for successful integration of the Strategic Prevention Framework into the community prevention system

- Effective use of limited resources to reduce substance use consumption and consequences

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